

*Presentation to the  
Customer Service, Performance, Accountability & Transparency Committee*

# Performance Leadership, Accountability, and Transparency

JUNE 22, 2010

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COUNCIL ON VIRGINIA'S FUTURE

# Outline of the Presentation

- Introduction to the Council on Virginia's Future
- Performance Leadership and Accountability: Virginia Performs
  - Evolution of Virginia Performs
  - Architecture of the System: Aligning High-level Goals with Specific Measures
  - Leveraging Data to Enhance Transparency
- Government Operations
- Concluding Remarks

# **Introduction to the Council on Virginia's Future**

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# Council Overview and Membership

Established in 2003 (Code of Virginia, §. 2.2-2683 *et seq.*) to serve as an advisory board to the Governor and the General Assembly, the Council is a forum where legislative, executive branch, and community leaders come together for work that transcends election cycles, partisanship, organizational boundaries, and short-term thinking.

## The Council:

- Provides a long-term focus on high-priority issues.
- Creates an environment for improved policy and decision-making.
- Increases government accountability, operations, and performance.
- Informs citizens about performance.

**The Honorable Robert F. McDonnell, Chair**  
Governor, Commonwealth of Virginia

**Mr. John O. (Dubby) Wynne, Vice Chair**  
President & CEO (retired), Landmark Communications

## General Assembly Members

The Honorable Ward L. Armstrong  
Minority Leader, Virginia House of Delegates

The Honorable Charles J. Colgan  
President pro tempore & Chairman, Senate Finance  
Committee, Senate of Virginia

The Honorable H. Morgan Griffith  
Majority Leader, Virginia House of Delegates

The Honorable William J. Howell  
Speaker of the House,  
Virginia House of Delegates

The Honorable Yvonne B. Miller  
Member, Senate Finance Committee,  
Senate of Virginia

The Honorable Thomas K. Norment, Jr.  
Minority Leader, Senate of Virginia

The Honorable Lacey E. Putney  
Chairman, House Appropriations Committee  
Virginia House of Delegates

The Honorable Richard L. Saslaw  
Majority Leader, Senate of Virginia

## Citizen and Business Community Leaders

The Honorable William D. Euille  
Mayor, City of Alexandria

Mr. W. Heywood Fralin  
President & CEO,  
Medical Facilities of America, Inc.

Mr. James F. McGuirk, II  
President, AKLM Consulting, Inc.

Mr. Harris N. Miller  
President & CEO, Career College Association

Dr. Edward G. Murphy  
President & CEO, Carilion Clinic

The Honorable Michael J. Schewel  
Partner, McGuireWoods LLP

## Cabinet Members

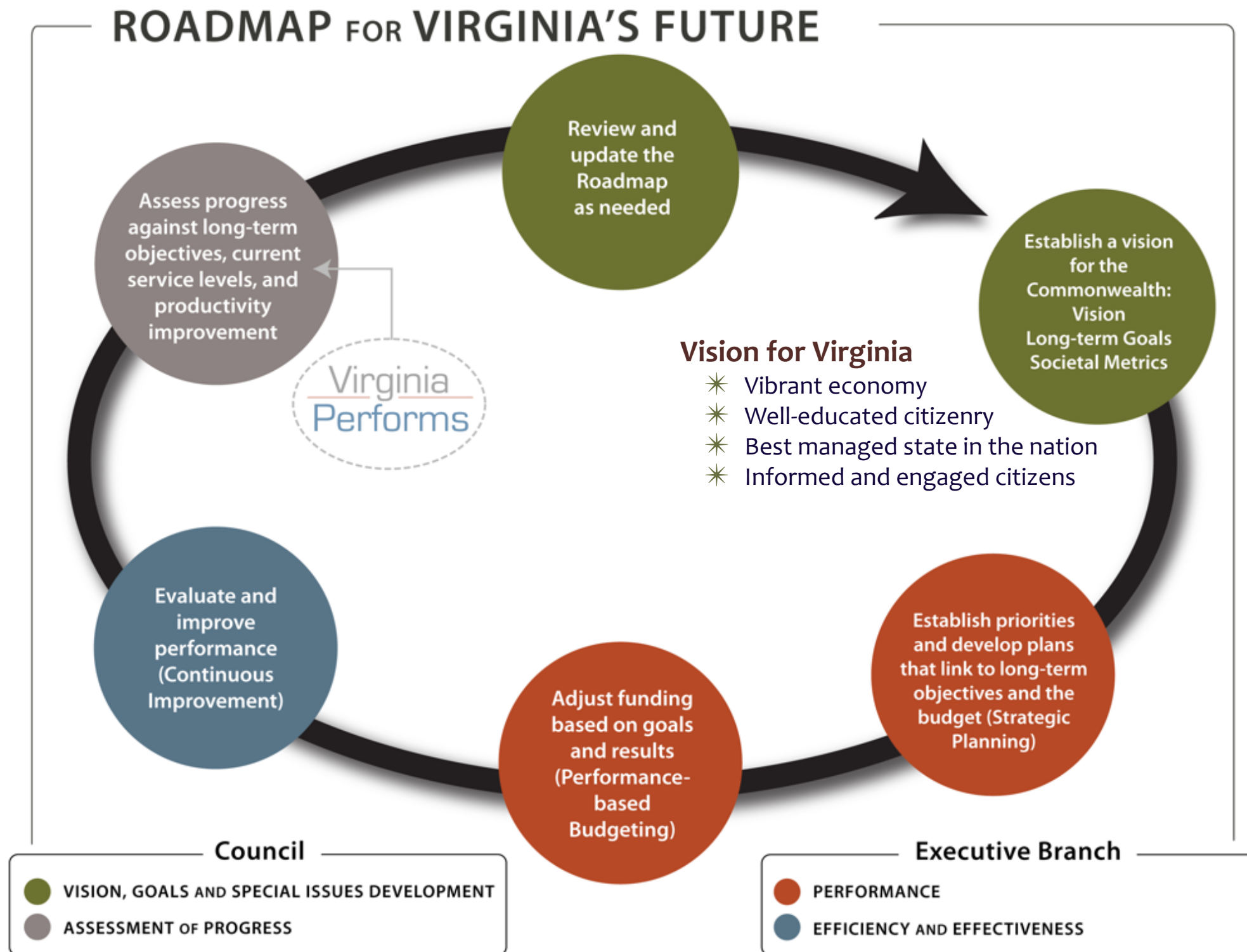
The Honorable Richard D. Brown  
Secretary of Finance

To Be Appointed

Council support provided by the Weldon Cooper Center for Public Service, University of Virginia and the Virginia Department Planning and Budget, in cooperation with the Governor's Office.



# Performance Leadership Roadmap

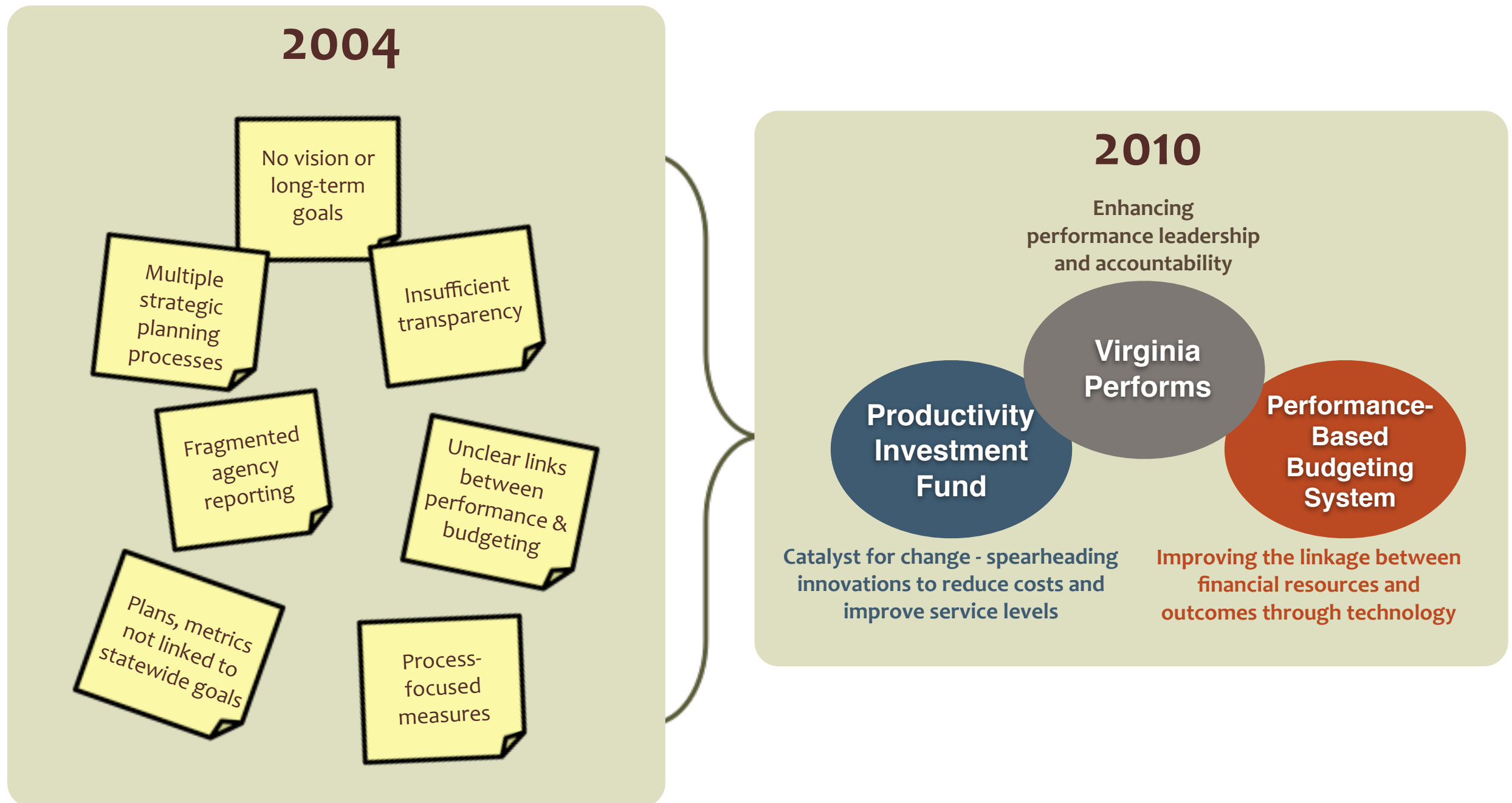


# **Performance Leadership and Accountability: Virginia Performs**

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# Building the Foundation for Performance Improvement



# Evolution of the System

- Virginia was among the first states to develop a comprehensive integration of planning with budgeting and performance management:
  - In 2009, the Pew Center on the States said Virginia is “better positioned to weather bad times” because of its budgeting and management practices.
  - Virginia and the Council on Virginia’s Future have garnered awards from the PEW Center on the States, the Center for Digital Government, the L. Douglas Wilder School of Government and Public Affairs, the National Association of State Chief Information Officers, and the Community Indicators Consortium.
- Initial focus was on capturing information on key outcomes and establishing the foundations for performance leadership and accountability at the agency level:
  - Revamped agency-level planning processes and budget structure to enhance the links between long-term goals, agency performance, and the budget.
  - New processes, budget structure, performance measures, and reporting set the stage for development of the new enterprise performance-based planning and budgeting system under development at the Department of Planning and Budget.
  - Strong executive branch involvement and leadership has been vital.
- The primary goal is to enhance decision-making in state government.

# Maturation of the System

Development of the System (2003-2007)	Synchronization (2007-2009)	Maturation (Ongoing)
Define and Create the Performance Leadership and Accountability System	Strengthen Links to Performance Improve Transparency	Full Integration / Maturity of All Elements in the Performance Leadership and Accountability System
<p><b>SOCIETAL FOCUS:</b> Vision Long-term Goals Key Outcomes Societal Indicators</p> <p><b>AGENCY FOCUS:</b> Revamped Agency Planning and Budgeting:</p> <ul style="list-style-type: none"> <li>• Consistent and integrated strategic planning</li> <li>• Service Area Plans link to Budget</li> </ul> <p>Established Governor's Key and Service Area objectives, performance measures, targets, and strategies</p> <p>Developed and provided core training and technical assistance for agencies</p>	<p>Strengthened focus on key outcomes and results (vs. process-oriented input/output)</p> <p>Launched user-friendly platform -- Virginia Performs -- to promote understanding of state government performance, key outcomes and their inter-relationship</p> <p>Further refined measures and links between agency performance and budget decision-making</p> <p>Added productivity and administrative measures to provide more comprehensive &amp; integrated view of agency performance</p> <p>Began development of an integrated performance planning and budgeting system</p> <p>Continued training and technical assistance</p>	<p>Implementation of the performance-based planning and budgeting system</p> <p>Ongoing assessment and refinement of performance information and leadership practices</p> <p>Improved ability to apply long-term strategies to critical enterprise issues and societal outcomes:</p> <ul style="list-style-type: none"> <li>• Results Teams</li> <li>• Outcome / Issue Forums</li> </ul> <p>Robust culture of outcome and performance-based decision-making, accountability, and transparency</p> <p>Ongoing training and technical assistance</p>



# Virginia Performs Website ([VaPerforms.virginia.gov](http://VaPerforms.virginia.gov))

Virginia.gov

Online Services | Help | Governor | General Assembly

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Home

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Measuring what matters to Virginians

Brought to you by the Council on Virginia's Future

Virginia Performs

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Regions | Trends | Demographics | Map It

Agency Planning and Performance | Scorecard at a Glance

Economy

Education

Health & Family

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Virginia is working hard to preserve land and protect natural resources.

SCORECARD  
AT A GLANCE  
See how Virginia measures up.

A message from  
The Governor of Virginia:  

The Commonwealth of Virginia is a spectacular place to live. We treasure the heritage and resources that contribute to our high quality of life, but it takes constant planning and fine tuning to maintain this quality and make needed improvements.

This website, brought to you by the Council on Virginia's Future, shows you how we measure the state's performance, plan for the future and monitor our progress. Explore the links above to see how we're working to make Virginia strong and healthy.

Thanks for visiting.

Hampton Roads Performs

Agency Performance Plans

Key Objectives at a Glance

Explore by Secretariat how state agencies set and measure their performance goals and targets.

Administration

Agriculture & Forestry

Commerce & Trade

Education

Finance

Health & Human Resources

Natural Resources

Public Safety

Technology

Transportation

State Agencies

Explore performance measures by agency

Measuring Virginia

Virginia Performs shows you how the state is doing in areas that affect the quality of life for you and your family. Explore these pages ([main menu above](#)) to learn more about the Commonwealth's performance from region to region and compared to other states. For more about your own community, try out our [Map It tool](#). You can also see how Virginia state government is working on your behalf on our [Agency Planning and Performance](#) pages.

Measuring What Matters

How Is Virginia Doing? A New Look

The **2009 Virginia Report** is now available for download (pdf, 28.8 mb). Each year the Council on Virginia's Future publishes this annual summary of the state of the Commonwealth, based largely on data culled from Virginia Performs.

Not surprisingly, this latest report shows that Virginia is feeling some adverse effects of the economic recession: Personal income dropped, and poverty rates and unemployment rose. However, as a whole Virginia continues to fare better economically than most states. During 2009 we also saw progress in a number of Health and Family goal areas, including infant mortality, foster care, and smoking, as well as improvements in juvenile intakes, recidivism, and traffic fatalities.

You may also [visit the Council website to access reports](#) from earlier years.

# Architecture of the Virginia Performs System

## Charting a Course for Excellence



## Examples



} How is Virginia  
doing?

} Are we getting  
results on our  
highest priorities?

} Are we improving  
government services  
and operations?

# Scorecard at a Glance: Goals and Indicators

## SCORECARD AT A GLANCE

Virginia Performs VISION  
FOCUS  
RESULTS  
"Measuring what matters to Virginians."

### Economy

**Goal:** Be a national leader in the preservation and enhancement of our economy.

Business Climate	↑
Business Startups	→
Employment Growth	→
Personal Income	↓
Poverty	↓
Unemployment	↓
Workforce Quality	↑

### Education

**Goal:** Elevate the levels of educational preparedness and attainment of our citizens.

School Readiness	↑
3rd Grade Reading	↑
4th Grade Reading/Math	↑
High School Graduation	↑
High School Dropout	↑
College Graduation	↑
Educational Attainment	↑
Lifelong Learning	→

### Health and Family

**Goal:** Inspire and support Virginians toward healthy lives and strong and resilient families.

Adoption	↑
Cancer	↑
Cardiovascular Disease	↑
Child Abuse and Neglect	↑
Foster Care	↑
Health Insurance	↓
Immunization	↑
Infant Mortality	↑
Life Expectancy	↑
Obesity	↓
Smoking	↑
Suicide	↓
Teen Pregnancy	↑

**Each topic covers:**

Why Is This Important?

How Is Virginia Doing?

- Over Time
- By Region
- Compared to Other States

What Influences the Indicator?

What Is the State's Role?

### Public Safety

**Goal:** Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

Crime	↑
Emergency Preparedness	↑
Juvenile Intakes	↑
Recidivism	↑
Traffic Fatalities	↑

### Natural Resources

**Goal:** Protect, conserve and wisely develop our natural, cultural and historic resources.

Air Quality	↑
Energy	→
Historic Resources	→
Land Preservation	↑
Solid Waste and Recycling	→
Water Quality	↑

### Transportation

**Goal:** Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

Infrastructure Condition	↓
Land Use	↑
Traffic Congestion	↓

### Government & Citizens

**Goal:** Be recognized as the best-managed state in the nation.

Bond Rating	↑
Civic Engagement	→
Consumer Protection	↓
Government Operations	↑
Internet Access	↑
Taxation	→
Voter Registration & Turnout	→

Performance  
Trend

Improving ↑  
Maintaining →  
Worsening ↓





# Goal / Indicator View: High School Graduation

[Home](#) [About Virginia Performs](#) [News & Resources](#) [Contact Us](#)

Measuring what matters to Virginians

Virginia Performs

VISION  
FOCUS  
RESULTS

[Regions](#) | [Trends](#) | [Demographics](#) | [Map It](#)  
[Agency Planning and Performance](#) | [Scorecard at a Glance](#)

[Economy](#) | [Education](#) | [Health & Family](#) | [Public Safety](#) | [Natural Resources](#) | [Transportation](#) | [Government & Citizens](#)

Search the Site  [Go](#)

## Education

### High School Graduation

Graphs at a Glance

Data Definitions


Education Summary

All Education Indicators:

- School Readiness
- 3rd Grade Reading
- 4th Grade Reading & Math
- High School Graduation
- High School Dropout
- College Graduation
- Educational Attainment
- Lifelong Learning

Information Tools

- E-mail
- Print
- Save to PDF
- Share



## High School Graduation

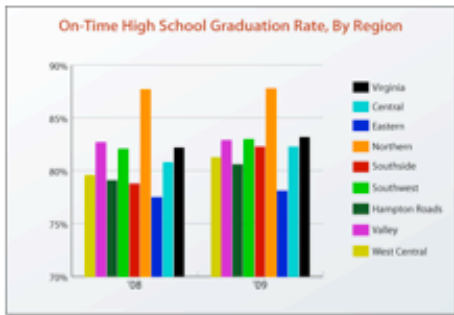
*Like the dropout rate, the high school graduation rate is a powerful indicator of the health of Virginia's school system and of the future success of its young citizens. Virginia's high school graduation rate has remained above the national average in the last decade.*

### Why is This Important?

The high school graduation rate is one measure of the success of a state's elementary and secondary educational system and the quality of its workforce. Completion of high school or its equivalent is increasingly the minimum level of education sought by employers; moreover, unemployment rates are lower and lifetime earnings are substantially higher for high school graduates than for high school dropouts.

### How is Virginia Doing?

Regional graduation data for 2008-09 is based on Virginia's new on-time graduation rates. Graduation rates improved for each of Virginia's regions in 2008-2009 compared to 2007-2008, with the statewide average increasing from 82.2 percent to 83.2 percent. The Northern region (87.8%) has a rate that exceeds the statewide average, while the Southwest (83%), Valley (82.9%), Southside and Central (82.3%), West Central (81.3%), Hampton Roads



Region	2008	2009
Virginia	82.2%	83.2%
Central	82.3%	82.3%
Eastern	82.3%	82.3%
Northern	87.8%	87.8%
Southside	82.3%	82.3%
Southwest	83.0%	83.0%
Hampton Roads	81.3%	81.3%
Valley	82.9%	82.9%
West Central	81.3%	81.3%

On-Time High School Graduation Rates by VA Region, 2008-09

### At a Glance: High School Graduation in Virginia

**Performance Trend:** ↑  
**State Influence:** significant

**National Ranking:** As of 2007 data, Virginia ranked 29th in the nation for high school graduation, with a graduation rate of 75.5%.

**Virginia by Region:** Every region in the state improved its high school graduation rate for the 2008-09 school year. The Northern region had the highest graduation rates.

### Related Agency Measures

- High school students leaving with a diploma

### State Programs & Initiatives

**Project Graduation** works to identify and assist at-risk students, and includes regional academies, online tutorials, electronic practice tests and opportunities for students to complete their diploma requirements after the senior year.

**The Career Prep Academy** provides opportunities for recent graduates who are and/or verified credits to graduate with a high school diploma and an industry certification or state licensure.

**The Middle College program** provides high school drop-outs between the ages of 18 and 24 an opportunity to attain a GED and enroll

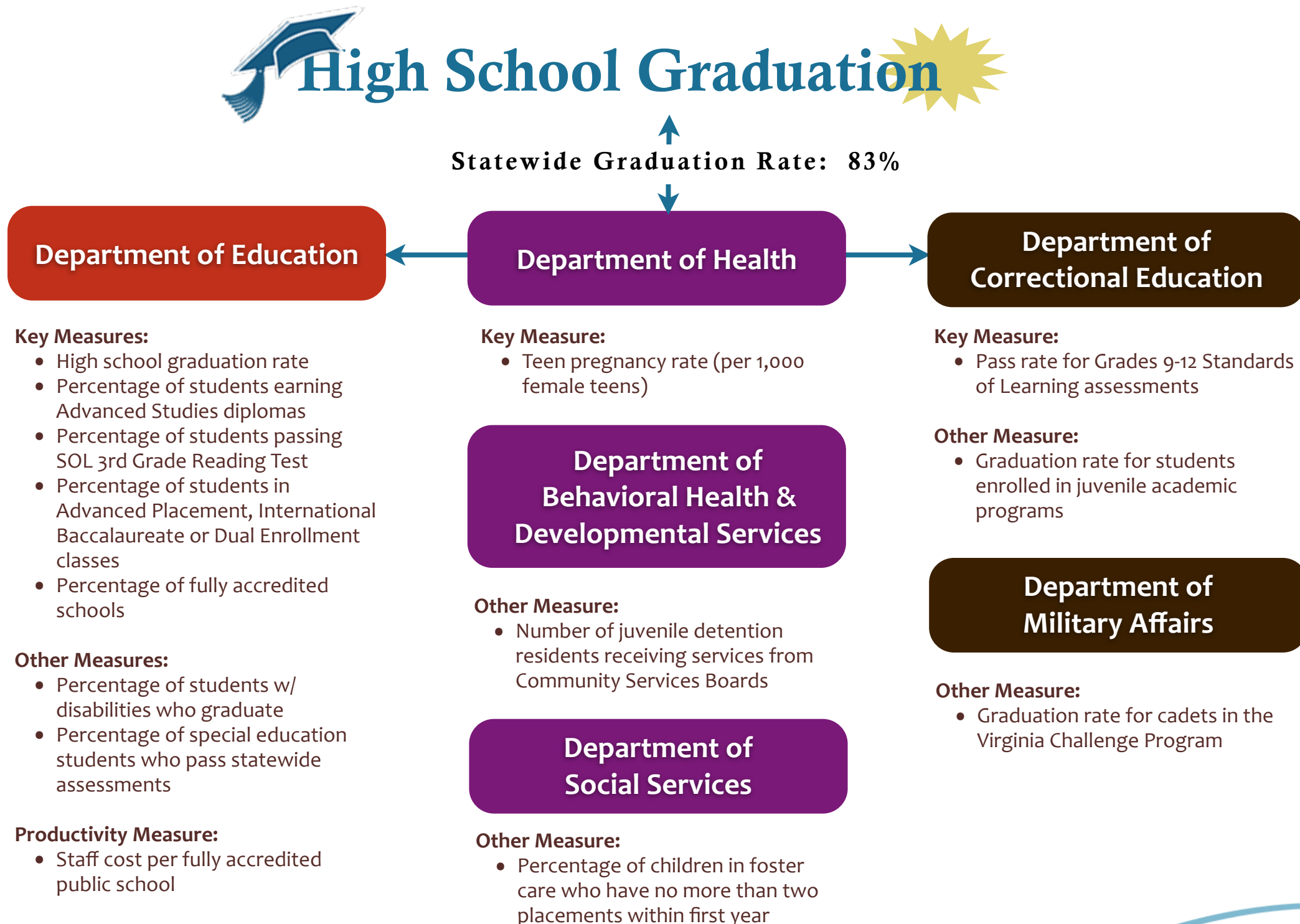
# Aligning Agency Metrics with High-Level Goals

EDUCATION <sup>1</sup>						
SOCIETAL			AGENCY			
Indicator	Performance Trend	State Influence	Agency Acronym	Key Measure	Baseline / Target	Progress
School Readiness	↑	●	SMV	Annual attendance	310K / 310K	↓
			DOE	Children served by Virginia Preschool Initiative programs	11.3K / 15K	↑
Third Grade Reading	↑	●	DOE	Third graders passing the reading SOL test	84% / 95%	↑
			DOE	Schools rated as fully accredited	91% / 100%	↑
			FCMV	Museum education programs correlating with SOL framework	100% / 100%	→
4th Grade Reading	↑	●	DOE	Third graders passing the reading SOL test	84% / 95%	↑
4th Grade Math	↑	●	DOE	Schools rated as fully accredited	91% / 100%	↑
			VMFA	Children served through SOL-based curricula	40K / 79K	↑
High School Graduation	↑	●	DCE	SOL passing rates for grades 9 - 12	50% / 70%	↓
			DOE	High school students exiting with a diploma	74% / 80%	↑
			DOE	High school students earning the Advanced Studies Diploma	51% / 57%	↑
			DOE	Students completing Algebra 1 by the eighth grade	30% / 45%	↑
			DOE	Third graders passing the reading SOL test	84% / 95%	↑
			DOE	Students enrolled in one or more AP, IB, or dual enrollment courses	17% / 25%	→
			DOE	Industry certifications, state licenses & NOCTI assessments	10.1K / 15K	↑
			DOE	Schools rated as fully accredited	91% / 100%	↑
			SVHEC	Students in Center-based programs earning a GED or college degree	905 / 1575	→
			VDH	Pregnancy rate per 1,000 females aged 10 - 19	26.5 / 26.2	→
			VMNH	Annual attendance	31K / 50K	↓

Note: All data from the December 2009 edition of *The Virginia Report*.

# Shared Goals/Metrics Across Agencies and Secretariats

Often several agencies across Secretariats share responsibility for a specific societal outcome.  
Individual agency measures, as shown in the example below, improve results at an enterprise or societal level.





# Agency Performance View: Department of Education

[Home](#) | [Agency Performance](#) | [List All Agencies](#)


Measuring what matters to Virginians

# Virginia Performs

VISION  
FOCUS  
RESULTS

[Overview by secretariat](#) | [Select an agency](#)

[Agency Login](#) (password required)

 [View Agency](#)

## Department of Education (201)

### Mission

The mission of the Department of Education is to lead and facilitate the development and implementation of a quality public education system that meets the needs of students and assists them in becoming educated, productive, and responsible citizens.

### Strategic Plan

Last modified: 11/2/2009

☐ [View Full Agency Plan](#) ☐ [Custom Report](#)

Select a service area plan

Public Education Instructional Services

### Budget Summary

Biennium	Dollars		Positions	
	Year 1	Year 2	Year 1	Year 2
2010-2012	\$116,239,517	\$116,237,106	317.0	317.0
2008-2010	\$117,419,196	\$115,527,379	317.0	317.0
2006-2008	\$122,137,818	\$122,286,483	337.0	339.0









There are [0 capital projects](#) for this agency in Chapter 874, 2010 Acts of Assembly.

Source: DPB's VABUD database - [More Budget Info](#)

### Performance Measures

[Governor's Key Measures](#) [Productivity Measures](#) [Other Agency Measures](#) [Administrative Measures](#)

☐ [Browse Measures](#) ☐ [Measure Reports](#)

Measure
 Number of children served in the Virginia Preschool Initiative
 Percentage of students successfully completing Algebra I by the eighth grade
 Number of students passing selected occupational competency assessments from the National Occupational Competency Testing Institute (NOCTI) and selected industry certifications
 Percentage of schools rated Fully Accredited
 Percentage of high school students who exit high school with a diploma
 Percentage of high school students earning the Advanced Studies Diploma
 Percentage of third graders passing the third grade reading Standards of Learning test
 Percentage of students enrolled in one or more Advanced Placement, International Baccalaureate, or dual enrollment courses

# Leveraging Data to Enhance Transparency: Council Products

## Information / Business Intelligence



**Virginia Performs website:** User-friendly data at state, region and locality levels; portal to state agency strategic plans and performance measures



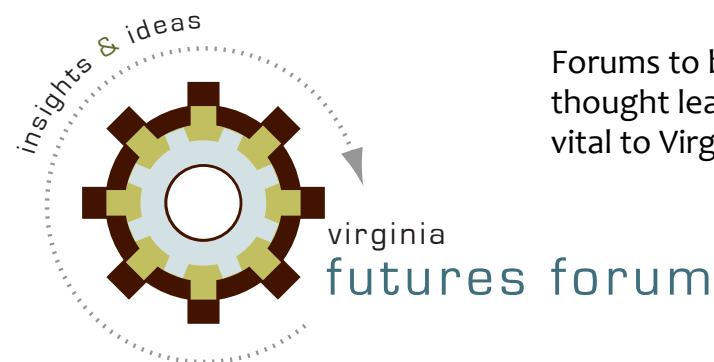
**The Virginia Report:** Annual report with high-level assessment of Virginia's progress in areas important to quality of life; highlights challenges and provides analytic information for decision-making

## Analysis, Dialogue & Recommendations



### Publications and Research:

1. Outcome data by legislative district compiled for members of the General Assembly
2. White papers and custom presentations on key topics
3. Council e-newsletter with updates on the Roadmap and special issues, assessment, performance, productivity improvement



Forums to bring together thought leaders on issues vital to Virginia

# New Council Products Under Development

## Spotlight on High Priority Issues



### **Council Watch List:**

Indicators to monitor  
changing outcomes for key  
drivers of performance  
excellence

## Spotlight on Agency Transparency



### **Agency Executive Progress Reports:**

Enhanced and concise  
strategic views of agency  
progress, challenges and  
opportunities for  
improvement

## Spotlight on Emerging Trends and Ideas

Provide a vehicle within Virginia  
Performs to identify and track  
new projects and priorities  
beyond the standard agency  
framework.



# Executive Progress Reports

COMMONWEALTH OF VIRGINIA  
SECRETARY OF HEALTH & HUMAN  
RESOURCES

Department  
of Medical  
Assistance Services

**AT A GLANCE**

**Patrick Finnerty, Director**  
The Department of Medical Assistance Services (DMAS) administers Medicaid for Virginia by providing qualifying Virginians access to a comprehensive system of high quality and cost effective health care services.

**Staffing** 465 authorized positions (360 full-time, 83 wage, 22 contract)

**Financials**  
Budget FY 2010: \$6.70 billion; 36 percent from the state's General Fund

**Trends**

- Number and type of services provided: Increasing
- Number of health care providers: Steady
- Number of claims: Increasing with customer population
- Number and age of customers: Increasing

**Key Performance Areas**

Legend: ↑ Improving; ↓ Worsening; ■ Maintaining

- ↑ Normal birth weights
- ↑ Preventive dental care for children
- ↑ Home and community care for long-term care recipients

**Productivity**

- ★ Cost per claim

**Administrative Measures**

Legend: ● Meets expectations; ● Progress toward expectations; ● Below expectations; ● Data not available

- Emergency Preparedness
- Financial Management
- Government Procurement
- Human Resources
- Information Technology

For more information on key, productivity, and administrative measures, go to [www.vaperforms.virginia.gov/agencylevel/index.cfm](http://www.vaperforms.virginia.gov/agencylevel/index.cfm)

## EXECUTIVE PROGRESS REPORT

OCTOBER 2009

### Background & History

The Department of Medical Assistance Services (DMAS) administers a variety of state-funded and Medicaid-funded health care programs for qualifying Virginians. Medicaid, an entitlement program authorized under Title XIX of the Social Security Act, is financed by the state and federal governments and administered by the states.

While Medicaid was created to assist persons with low income, coverage is dependent upon other criteria as well. Eligibility is primarily for those persons falling into particular categories, such as low income children, pregnant women, the elderly, persons with disabilities, and parents meeting specific income thresholds. Within federal guidelines, states set their own income and asset eligibility criteria for Medicaid, which results in a large variation among the states as to those deemed eligible. In Virginia, income and resource requirements vary by category.

**SERVICES.** The Virginia Medicaid program covers all of the federally-mandated services, with nominal cost sharing for some of the beneficiaries as permitted under federal law.

- Inpatient and outpatient hospital care
- Physician, nurse midwife, and pediatric and family nurse practitioner services
- Federally-qualified health centers and rural health clinic services
- Laboratories and x-ray services
- Transportation services
- Prenatal care
- Family planning services
- Skilled nursing facility and home health care services for persons over age 21
- Early and Periodic Screening, Diagnosis, and Treatment program for children (EPSDT)

Virginia Medicaid also covers several optional services, including, but not limited to:

- Routine dental care for people under age 21
- Prescription drugs
- Rehabilitation services such as occupational, physical, and speech therapy
- Intermediate care facilities for persons with developmental and intellectual disabilities and related conditions
- Mental health services
- Substance abuse services

Medicaid beneficiaries also receive long-term support coverage through home and community-based "waiver" programs, which provide community services as an alternative to institutionalization. The following waiver programs are available to Medicaid beneficiaries who meet level of care criteria:

- AIDS Waiver
- Alzheimer's Waiver
- Day Support for Persons with Intellectual Disabilities Waiver
- Elderly or Disabled with Consumer-Direction Waiver
- Intellectual Disabilities Waiver
- Technology-Assisted Waiver
- Individual and Family Developmental Disabilities Support Waiver

**CUSTOMER BASE.** DMAS provides Medicaid to individuals through two general care delivery models: 1) a model utilizing contracted managed care organizations (MCO) to coordinate care and 2) a fee-for-service (FFS) model, the standard Medicaid program whereby service providers are reimbursed directly by DMAS.

The MCO program, started in 1996, is available in certain regions of the state. As of October 2009, 528,299 Medicaid beneficiaries were enrolled in managed care (68 percent of total beneficiaries) and 256,954 beneficiaries were enrolled in the FFS program (32 percent of total beneficiaries).

Another "managed care" option for long-term care recipients is the expansion of the Program for All-Inclusive Care for the Elderly (PACE) across the Commonwealth. PACE is designed to allow Medicaid-eligible individuals aged 55 or older who have been assessed as meeting nursing facility level-of-care to avoid more costly institutionalization by providing coordinated care in their homes and communities. Currently, there are six PACE sites; two are under development.

Agency-level reporting is enhanced:

- Strategic view of an agency
- Concise information on agency services, progress, challenges, and improvement opportunities

New Executive Progress Reports were developed for the Departments of:

- Conservation and Recreation
- Medical Assistance Services
- Motor Vehicles

Executive Progress Reports will be integrated into the strategic planning process and Virginia Performs.

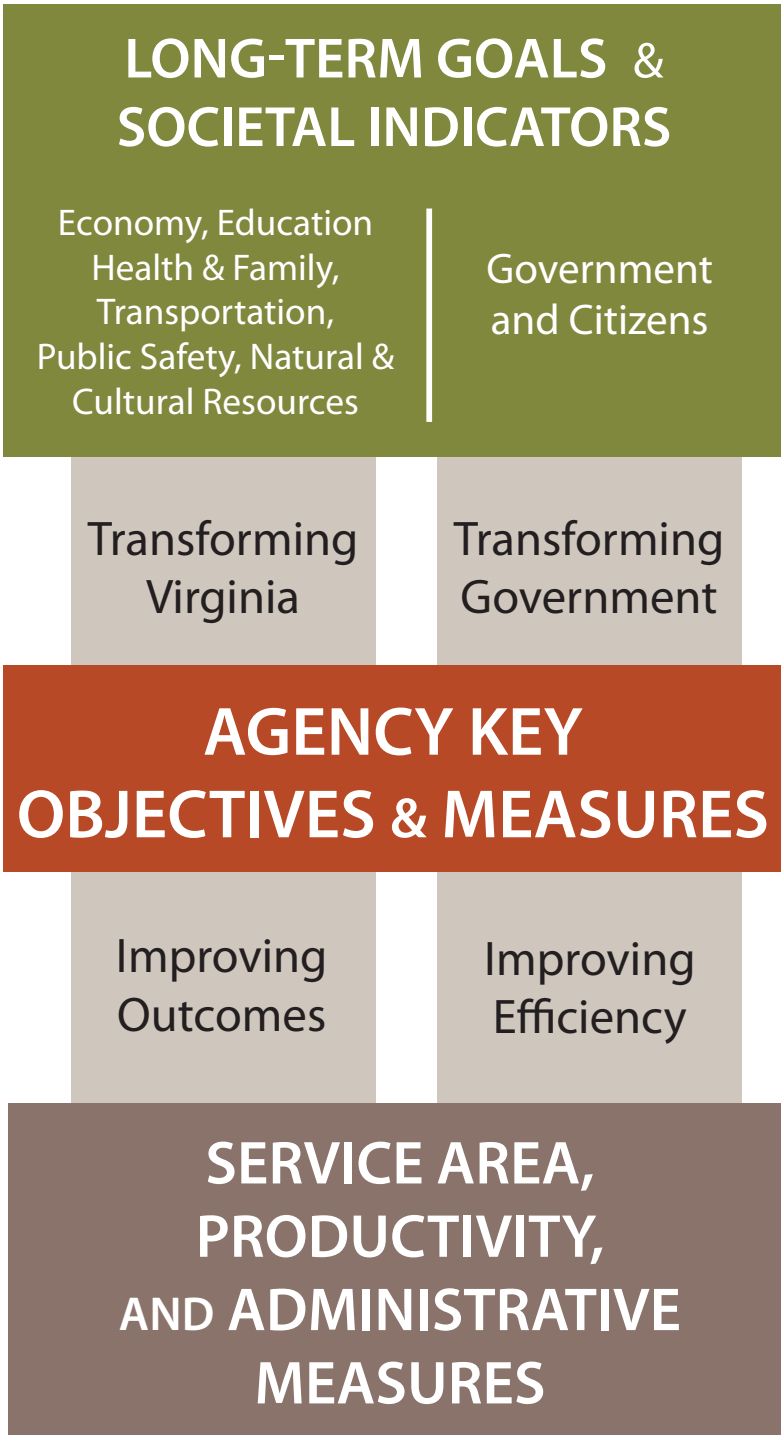
# Government Operations





# Assessing Government Performance

## Charting a Course for Excellence



## Virginia Performs VISION FOCUS RESULTS

# SCORECARD

### Government & Citizens

**Goal:** Be recognized as the best-managed state in the nation.

Bond Rating	↑
Civic Engagement	→
Consumer Protection	↓
Government Operations	↑
Internet Access	↑
Taxation	→
Voter Registration & Turnout	→

Performance  
Trend

Improving ↑  
Maintaining →  
Worsening ↓

# Government Operations on Virginia Performs

# Virginia Performs

VISION  
FOCUS  
RESULTS

Regions | Trends | Demographics | Map It  
Agency Planning and Performance | Scorecard at a Glance

EconomyEducationHealth & FamilyPublic SafetyNatural ResourcesTransportationGovernment & Citizens

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## Government and Citizens

### Government Operations

Graphs at a Glance

Data Definitions


Government & Citizens Summary

All Government & Citizen Indicators:

- Bond Rating
- Civic Engagement
- Consumer Protection
- Government Operations
- Internet Access
- Taxation
- Voter Registration & Turnout

Information Tools

- E-mail
- Print
- Save to PDF
- Share



## Government Operations

*Virginia is one of the best-managed states in the nation, as evidenced by its long-standing AAA bond rating, its accolades from the PEW Center on the States, and top marks from other leading national organizations.*

### Why is This Important?

The challenge for all governments, large or small, is to serve the public trust with honesty, responsiveness, and good stewardship. With a 2010-2012 biennial operating budget of approximately \$76 billion and 118,000 salaried and wage employees who serve a population of more than 7.6 million people, Virginia's state government is necessarily complex. Moreover, Virginia, like most states, has felt the stinging effects of the recession that began in 2008 and resulted in job losses, decreased home sales, and deteriorating tax revenues. Amid growing concerns about job stability, health care and education, there are increasing demands on state government to work better, cost less, and be more transparent.


### How is Virginia Doing?

The Pew Center on the States awarded Virginia the top overall grade for government performance in 2005 (along with Utah) and again in 2008 (along with Utah and Washington) based on their assessment of how well the state managed its people, money, infrastructure, and information. Virginia has been recognized as one of the best-managed states in the nation according to these and similar criteria.

The following sections offer performance data in several broad categories of government operations:

[Leadership & Accountability](#) | [Finance](#) | [Workforce](#) | [Information & Infrastructure](#)

### At a Glance: Virginia State Government Operations

Performance Trend:   
State Influence: significant

#### Related Agency Measures

- Number of recurring APA Internal Control findings
- Number of local government eVA users
- Ratio of general fund revenue to general fund spending
- Average yield on bond issues

#### State Programs and Initiatives

**Commonwealth DataPoint** tracks key data on state government finances, operations, and demographics.

**Stimulus.Virginia.gov** shows how American Reinvestment and Recovery Act (ARRA) funds are being spent and what economic impact they are having in the Commonwealth.

Both of the above sites, plus state budget and government performance data, are also available via **Open.Virginia.gov**.

The **Council on Virginia's Future** works to develop a vision and long-term goals for Virginia's future. It maintains a performance leadership and accountability system (Virginia Performs) for state government that helps align state programs and action plans with these goals. This site is the public face of those efforts.

**eVa** is a web-based purchasing system used by Virginia government. State

# Concluding Remarks

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- Virginia Performs continues to be a model for other states and nations; for example, officials from Turkey visited in February 2010, and the U.S. General Accounting Office is planning a site visit for September 2010.
- Transparency can be enhanced by putting data in context. A key goal of Virginia Performs is to help Virginians understand whether we are achieving critical results; integrating budget, expenditure, and outcome information is our ultimate goal.
- Agency data can be complicated and dense; our experience with Legislative Snapshots as well as the new Executive Progress Report indicate that raw data alone does not provide transparency.
- Assessing customer satisfaction levels is challenging when services are provided by varying levels of government and service systems. Most often, customer satisfaction is assessed at a programmatic level, not for the enterprise as a whole. Also, the definition of a “customer” varies, and several agencies may serve the same customer.
- A sound infrastructure for performance leadership and accountability exists and is flexible enough to accommodate enhancements and new ideas, including citizen-oriented assessments of government operations and customer satisfaction.

# Sites of Interest

**Virginia Performs:**  
[VaPerforms.virginia.gov](http://VaPerforms.virginia.gov)

**Productivity Investment Fund:**  
[www.pif.virginia.gov](http://www.pif.virginia.gov)

**Council on Virginia's Future:**  
[future.virginia.gov](http://future.virginia.gov)

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